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ABSTRACT

The growing importance of computer networking as a medium for communication and knowledge transfer suggested that the New York State Library needed a process to guide development in this emerging field. A planning process engaged more than 100 librarians and library staff, state officials, print and electronic publishers, clients, and information providers. Their efforts resulted in approximately 40 recommendations that form the body of this report. These recommendations are grouped into the following areas: (1) roles for the state library in a networked environment; (2) leadership in network services and training; (3) tools for network navigation; (4) state library facilities; (5) services to state agencies and local governments; (6) standards; and (7) public kiosk services. The proposed recommendations are intended for implementation over a 5- to 10-year period. Implementation will need to take into account financial resource limitations. Appendix 1 lists the task force and working group membership; appendix 2 is the program and action document for the state library; and appendix 3 is a vision statement for the electronic doorway library of the future. (SLD)

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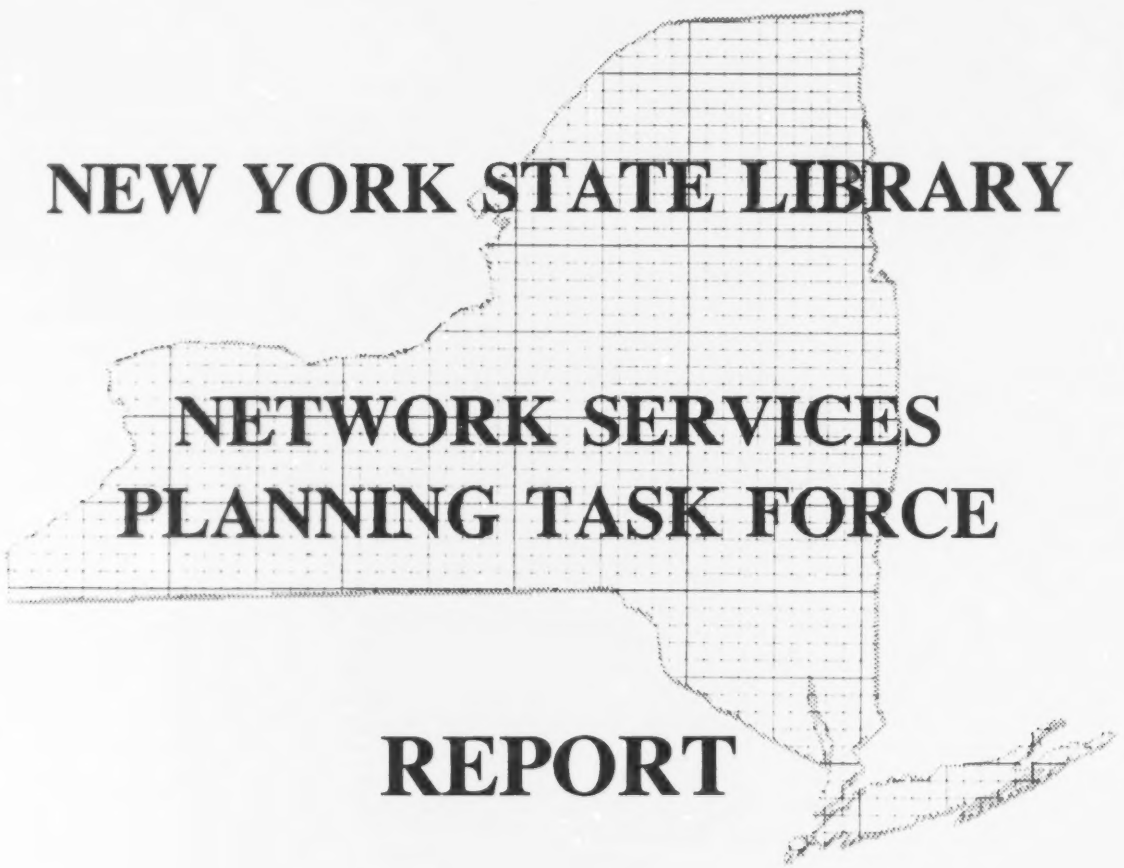

NETWORK SERVICES PLANNING TASK FORCE

REPORT

Defining the Services, Roles and Relationships of the State Library as Information Provider, Broker, Publisher, Switch and Catalyst in a Networked Environment

THE UNIVERSITY OF THE STATE OF NEW YORK
THE STATE EDUCATION DEPARTMENT
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of the State Library as Information Provider, Broker,
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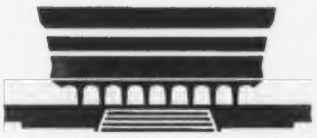

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November 1992

THE UNIVERSITY OF THE STATE OF NEW YORK
THE STATE EDUCATION DEPARTMENT
ALBANY, NEW YORK 12230

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NEW YORK STATE LIBRARY
NETWORK SERVICES PLANNING TASK FORCE

A VISION STATEMENT

New York State Library network services will enable the Research Library to carry out its enduring mandate to serve "the government and the people of the State" by **providing access** to information from throughout the world without regard to its format or location; by **exercising leadership** in creation, management and effective use of information; by **working productively** with government agencies, libraries and information organizations, public and private sector providers of information; and by **reaching** far greater numbers of people, including individuals and organizations with sophisticated research needs and the diverse needs of a multicultural population.

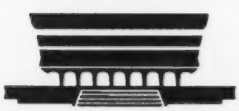
Human endeavor in the twenty-first century will be shaped by the international computer networking infrastructure. The economy and the arts, government and journalism, science and education will be profoundly changed by the electronic representation and movement of vast quantities of information.

Online library technology has liberated collection access from the constraints of the card catalog fixed in cabinets and card drawers. Network technology is liberating information access from the constraints of printed material physically limited by geography and buildings. Through networking, the concept of the library as a place is evolving toward a concept of the library as a set of services.

The State Library in a networked environment will be a major research resource for State government and the people of New York, using computer networking on behalf of its users and on behalf of the libraries of the State and their users. Through its resources and electronic services, the State Library will serve far greater numbers of users, making information rapidly and more widely available, improving productivity and the economy, strengthening democracy and broadening literacy.

The State Library will use networking to provide access to printed information in new forms. It will also provide network access to new forms of information available in no other way. Finally, and perhaps most important, the State Library will use networking to provide access to information residing in the experience of individuals and communities. Through facilities onsite for users to login to network resources, and through gateway facilities for users at home, in their offices or in their local libraries to login to network resources, the State Library will bring universal access to information closer to reality.

To foster the evolution toward electronic storage and accessibility, the State Library will support training and education in network use, nurture creativity and innovation in its own staff and in the libraries of the State, encourage improved facilities for communications and processing in New York's libraries, and participate in the development of tools to facilitate network access.



NEW YORK STATE LIBRARY

NEW YORK STATE LIBRARY
NETWORK SERVICES PLANNING TASK FORCE

SUMMARY OF RECOMMENDATIONS

The recommendations in this report pertain to the Research Library of the New York State Library. Therefore, references to the "State Library" throughout indicate Research Library policy and operations.

1. Roles for the State Library in a Networked Environment

There are several overarching roles for the Research Library of the New York State Library in the networked environment which should be kept in mind as this document is studied. Framed as recommendations, these follow:

a. In concert with the Division of Library Development, work with and through libraries and library systems as a first among equals in the statewide network for network services to non-government clients.

b. Provide leadership and coordination of State agencies and agency libraries in the vital areas of information access, information delivery, and communication.

c. Use networking internally to improve communication, increase efficiency, enhance collaboration, and reduce bureaucracy within the library and in relations with other libraries and clients.

d. Provide or facilitate access to non-government institutions and resources on behalf of institutions and agencies in New York State.

e. Motivate State and local government agencies, as information providers in a network environment, to put information online and facilitate access to the data by other agencies and the public.

2. Leadership in Network Services and Training

Highest priority among the recommendations of the Task Force were those pertaining to the State Library's leadership role in bringing network services and training for network participation to constituents.

Librarians, library staff and the public must have continual training in the face of difficult to use and constantly changing technology.

a. *Biennial Review Committee.* The Technology and Access Biennial Review Committee of the Division of Library Development will provide an opportunity to define and plan networking relationships among libraries, and to articulate a network vision and purpose.

b. *Training and Education.* In partnership with the Division of Library Development, the State Library should serve as a resource for training associated with network access for libraries and library systems throughout the State.

c. *The Internet and E-mail.* Independently, and whenever possible in collaboration with other institutions, the State Library should take leadership in pilot projects and activities that foster network usage and understanding of existing Internet services.

   The State Library should use e-mail extensively as an easy and effective place to begin and as an incentive for libraries of the State to move toward electronic communication.

d. *State Agency Information Priorities.* The State Library should help agencies develop a process to set priorities for what should be published online.

e. *Preservation of Electronic Information.* The State Library should have a role in deciding and effecting the preservation of electronic publications, especially for areas of subject concentration pertaining to New York State.

3. Tools for Network Navigation

The Task Force also gave high priority to State Library development of network navigational tools such as directories, gateways and intelligent search agents.

a. *Network Directory and State Government Information Locator.* The State Library, in cooperation with the State Archives and Records Administration and the State Museum, should develop a directory to facilitate access to network resources statewide.

   The State Library should work with the State Archives and Records Administration to develop a locator system for State government information.

b. *Electronic Services.* The State Library should provide, directly and in collaboration with other libraries, electronic services such as listservs, conferences, bulletin boards, online publications, full text databases, and interlibrary loan.

c. *Gateways.* The State Library should offer value added services to State agencies and others through directory and gateway capabilities, including intelligent interfaces.

d. *Interlibrary Loan.* The New York State Interlibrary Loan system should be strengthened by ubiquitous networking with reaffirmation of the practice of exhausting local resources first.

e. *Links to Non-Government Information Providers.* The State Library should support efforts to improve the quality of electronic publications.

4. State Library Facilities

The third high priority for the Task Force was the State Library's own facilities for conducting its work:

a. *Integrated Processing System.* The State Library should have an integrated, networked processing system.

b. *Consolidated Online Catalog.* The State Library should work toward a consolidated online catalog of information held by the State Library and other State agency libraries.

c. *Staff Networking.* The State Library should have electronic mail for more effective communication among units of the Library, between the Library and other State agencies, and between Library staff members and their colleagues at other libraries.

5. Services to State Agencies and Local Governments

State Library service to State government is a key element of the Research Library's mission. The importance of close collaboration among the Research Library, the Division of Library Development, and the State Archives and Records Administration, emerged in these priority recommendations:

a. *Public Information.* The State Library should work with other agencies to identify and make available on the network heavily used information.

b. *Incentives to Agencies.* The State Library should offer services that will facilitate and provide incentives for their dissemination of public information, helping to move publications online.

c. *Support for Agency Libraries.* It is important for the State Library to act as a network resource library and provide leadership to agency libraries.

d. *State Library-Agency Library Resource Sharing.* The State Library should encourage networked resource sharing among State agency libraries.

e. *Electronic Publication.* The State Library should be a gateway to electronic publications in State agencies and should itself make selected publications available online to other agencies and to the public.

f. *Electronic Services.* The State Library should use e-mail, fax and electronic bulletin boards for inter-agency communication.

g. *State Education Department Services.* The State Library should focus highly responsive network-based reference information and communications services on State Education Department needs as a model for services to other State agencies.

[cont.]

5. Services to State Agencies and Local Governments [cont.]

h. *State Education Department Information*. The State Library should help define network solutions to the challenge of providing timely and full access to State Education Department data.

i. *Local Government*. The State Library should use networking through public libraries, to provide local governments with information supporting their significant policy interests.

j. *State Agency Networking*. The State Library should continue its support of and participation in the Telecommunications Task Force of the New York State Forum for Information Resource Management.

6. Standards

Common communications and search protocols are essential to interoperability among systems. Common vocabulary and classification schemes for indexing are necessary for efficient learning and use of information systems:

a. *User Design Standards*. The State Library should investigate and work with other State agencies to ensure networking systems compatibility, forming coalitions in support of standards.

b. *Guidelines for Agency Standards*. The State Library should provide reasonable guidelines for State agency networking standards.

7. Public Kiosk Services

The State Library should encourage and support development of a public electronic information kiosk for New York State to make essential information readily available in locations throughout the State.

INTRODUCTION

Preface

The Research Library of the New York State Library, long distinguished by the size and quality of its collections and the abilities and expertise of its staff, has been a leader in applying computers and telecommunications to traditional information services. The rapidly growing importance of computer networking as a medium for communication and knowledge transfer suggested the need for a process that would guide the development of Research Library services in the emerging era of interconnected digital networks and the Electronic Doorway Libraries of New York.

The resulting planning process engaged more than one hundred librarians and other library staff members, State officials, print and electronic publishers, and library users in discussions that addressed the networked information interests of State Library clients, staff and information providers. The result of these discussions is a compilation of approximately forty recommendations for the Research Library of the New York State Library to pursue in the next decade to better serve the government, the libraries and the people of New York. The recommendations form the body of this report.

Technological Context of Planning

Nationwide computer networking in support of education and research has expanded at an extraordinary rate since the NSFNET began operating in 1988 as the successor to the ARPANET, and with the concurrent emergence of the Internet. At the same time, personal computers have become common in the workplace and at home, achieving the status of fundamental and necessary tools for most correspondence, reports and other narrative composition. The convergence of networking and personal computing is revolutionizing communication and work.

Electronic mail and listservs, File Transfer Protocol and telnet access for remote login to use computers located elsewhere are now the basis for millions of messages and other units of information transfer daily. These facilities have emerged from universities and other research organizations to become available in all types of individual and institutional enterprise. The result is a burgeoning national network of information and data resources, communications facilities, experts in myriad disciplines, government and business organizations — people and computers joined to obtain information and to work, as well as to share work and information.

The potential in this network has been recognized in Federal legislation through the High Performance Computing and Communications Act; in universities, libraries and the publishing industry through the Coalition for Networked Information; and in the computer and communications industry through aggressive product development, marketing, and corporate positioning vis-a-vis regulatory agencies and the marketplace.

The explosive growth of the national network, and its immediate value are reflected in more than two hundred library catalogs accessible via the Internet. Further, thousands of listservs and mail reflectors join communities with common interests nationally and internationally. In addition, more than twenty refereed research journals are published entirely online, and several firms provide online access to articles in thousands of periodicals.

State Library management and staff believe that computer networking will be the major mode for information delivery in the Twenty-first Century. Moreover, it will be a significant medium for workplace collaboration, for personal business transactions, and for communicating among individuals with common interests.

Technological advances supporting the network reinforce this expectation. Digital transmission at 1.5 megabits per second is commonplace; 45 megabit transmission is attainable, and gigabit transmission has

been successfully installed and is in testbed use within the NSFNET. Digital scanning, 600 dot per inch electrostatic printing and high resolution screen display produce images of acceptable quality as graphic media. High Definition TV is also sufficiently close to market availability to be considered seriously in planning future library services.

The New York State Library

The New York State Library is a comprehensive research library serving the information needs of State government and the people of the State onsite and by interlibrary loan through local libraries. The New York State Interlibrary Loan system is a statewide telecommunications system that makes possible rapid and convenient requests for books and journal articles among libraries on behalf of their users. The State Library coordinates and is a key lending resource in this system of public, college, university and school libraries.

Pursuant to American Library Association Standards for Library Functions at the State Level, the State Library has major collections of Federal and State publications. In addition to administering the New York State Documents Depository program, the Library is the Federal Regional Depository for New York and a full Patent Depository. These duties give the Library a special responsibility to serve through document acquisition and distribution, and through communication with hundreds of client libraries.

Since the early 1970s, the State Library has used computer systems aggressively to improve productivity and service effectiveness. Book orders, cataloging, serials check-in, binding control, circulation, and reference activities are some of the prominent areas of State Library computer use.

The opportunity for improved service has been a prime motivator in the Library's computerization. Budgetary constraints and staff reductions in the mid-1970's and in the 1980's made this direction fortuitous as the Library could not have continued providing services at the levels it does without significant computer system support.

Statewide and national computer networking provides an opportunity for quantum advances in State Library services and for a transformation of library service in New York. For that reason, the planning process for network services was designed to be broadly representative of Library constituencies. This was to get effective direction from those participating and also to inspire them with the potential of this new medium.

The Planning Task Force and Working Groups

To plan State Library services in a networked environment, we invited a panel representative of the State Library, State agencies, university, public and school libraries, library systems, and library users to serve on a task force that would guide the planning process. To gain understanding of Research Library constituent needs and to bring to bear as much experience and creativity as possible, the Planning Task Force invited representatives from many quarters to participate in the planning through client-oriented working groups. These included a Working Group on Services to Non-Government Clients, a Working Group on Services to State Agencies, a Working Group on Internal Services, a Working Group on Relations with Non-Government Information Providers, and a Working Group on Relations with Government Agencies as Information Providers. The membership of the Task Force and Working Groups, and the dates of their meetings, appear in Appendix 1.

The Planning Process

The Planning Task Force reviewed the New York State Library Program and Action Document containing the mission, goals, service imperatives and planning assumptions of the Research Library in the context of networked services. The Task Force made revisions to ensure that the values inherent in the Program and Action Document were consistent with networked operations.

Using the Program and Action Document as a backdrop to their discussion, the Working Groups proposed network-based activities and relationships that would enhance Research Library services to constituents. The Working Groups were charged to propose ideas even though they might be technologically speculative or unrealistic in a five-year time frame because these ideas might contribute to planning further into the future.

The aggregate recommendations of the Working Groups were a foundation for Task Force discussion of its vision for State Library networked services. This would be additional input to the development of a detailed plan by the staff of the Library. The preparation of this Plan for Networked Services is the next and concluding step of the process.

The recommendations proposed here are intended for implementation over a five- to ten-year period. They are made at a time when the State Library's budget and staffing levels, along with those of most State agencies, is at a nadir relative to the service demands facing the Library. The detailed planning for fulfilling these recommendations will need to take account of the resource limitations in force and will also need to recognize that some new activities will be possible only by changing priorities and by eliminating or reducing other programs.

RECOMMENDATIONS

The recommendations in this report pertain to the Research Library of the New York State Library. Therefore, references to the "State Library" throughout indicate Research Library policy and operations.

Preamble

The broad role of libraries in collecting information, maintaining it, and assisting people in finding what they need continues unchanged by networks or other technology. On the other hand, libraries are not simply repositories or collectors of print artifacts.

People need instruction, friendly front end systems, and sometimes human intermediaries to help them locate and obtain information. Technology is important in meeting information needs, but it will not replace human decisions and intervention to enable the consumer to obtain the information intelligently.

Librarians have the training, skill, expertise and experience needed to ensure public access to information available in a wide range of formats and technologies. Libraries should be perceived as information broker and delivery institutions no longer geographically bound or confined to a particular communications medium. Librarians must participate in the political process to ensure that they are seen as information navigators and to be certain that decision makers recognize that information authority and reliability are especially crucial in the electronic age. The State Library must speak for libraries as metadata centers — centers of information about information — and it must continue to be an advocate for the citizen's right to know.

1. Roles for the State Library in a Networked Environment

Working Group discussions resulted in the identification of several overarching roles for the Research Library of the New York State Library in the networked environment. These should be kept in mind as this document is studied. Framed as recommendations, these roles follow:

a. In concert with the Division of Library Development, work with and through libraries and library systems as a first among equals in the statewide network for network services to non-government clients.

b. Provide leadership and coordination of State agencies and agency libraries in the vital areas of information access, information delivery, and communication.

c. Use networking internally to improve communication, increase efficiency, enhance collaboration, and reduce bureaucracy within the library and in relations with other libraries and clients.

d. Provide access to non-government institutions and resources on behalf of smaller institutions and agencies in New York State.

e. Motivate State and local government agencies, as information providers in a network environment, to put information online and facilitate access to the data by other agencies and the public.

2. Leadership in Network Services and Training

Highest in priority among the recommendations of the Task Force were those pertaining to the State Library's leadership role in bringing network services and training for network participation to constituents.

The current status of networking is one of transition from systems designed for computer specialists to systems that can be used by people without technical expertise or experience. Many network user interfaces now available were designed for individuals accustomed to and comfortable with computers. Although computer literacy is expanding rapidly, particularly in academic and research communities, the majority of the population is not yet comfortable with data network operations.

For at least five to ten years, networking will need to be introduced with extensive training and educational support for new users. Highly motivated, well educated library professionals now have difficulty using network systems. They and others who will require network access for their work, education or other purposes will need extensive support from the community of network service providers and related institutions, to learn how to use network systems and how to get the most benefit from them. This transition period will last until network system design takes account of human factors and ergonomics to create systems that are easier to use.

Librarians, library staff and the public must have continual training in the face of constantly changing technology.

a. *Biennial Review Committee*. Creation of the Technology and Access Biennial Review Committee by the Division of Library Development will provide an opportunity to define and plan networking relationships among libraries. Cooperative planning and open discussion will result in commitment to a common vision. It is important that the Committee articulate a network vision and purpose: who will be served, how they will be served, and how the library community can achieve its network goals.

b. *Training and Education*. The State Library should serve as a resource for training associated with network access for libraries and library systems throughout the State. All appropriate training and education techniques should be applied as network services are introduced to libraries: workshops, manuals, video and computer software. Training and education should be developed and delivered in partnership with the Division of Library Development, library systems, professional associations and vendors, following a "train the trainers" model. It should include programs on network resources, products and services.

   The State Library should work with agency librarians and train them to train their clients in the use of networked resources through conferences as well as printed or online products.

c. *The Internet and E-mail*. Independently, and whenever possible in collaboration with other institutions, the State Library should take leadership in pilot projects and activities that foster network usage and understanding of existing Internet services. The Library should make its own resources readily accessible via the Internet, provide facilities that will help users gain access to other Internet resources, and encourage statewide access to the Internet for libraries.

   The State Library should use e-mail extensively as an easy and effective place to begin and as an incentive for libraries of the State to move toward electronic communication. To accomplish this, it is important that all areas of the State be e-mail accessible and that the State Library adopt a single standard e-mail protocol.

d. *State Agency Information Priorities*. The State Library should help agencies develop a process to set priorities for what should be published online. Critical publications should be available, and agencies should have a mechanism for determining what is critical. Concomitant to making essential information available is a process to determine what electronic publications remain important and need to be preserved. Cost and marketability, although factors to be considered, should not be the determining factors in setting priorities for preservation of critical information. Librarians and members of the user community who understand the need for the information should have a major role in deciding preservation priorities.

e. *Preservation of Electronic Information*. There is need for the implementation of mechanisms and the assignment of responsibility for deciding and effecting the preservation of electronic publications. The State Library should coordinate collection review in a manner that plans for long-term availability of materials in some format somewhere in New York. This is especially true for areas of subject concentration of materials about the State.

3. Tools for Network Navigation

The Task Force also gave high priority to State Library development of network navigational tools such as directories, gateways and intelligent search agent software that travels the network on demand to query databases. Getting access to electronic resources involves a confusing array of hardware and software requirements, protocols, and search strategies. There needs to be a single access point to the universe of government, not-for-profit and commercial electronic information:

a. *Network Directory and State Government Information Locator*. The State Library, in cooperation with the State Archives and Records Administration and the State Museum, should develop a directory to facilitate access to network resources statewide, including State and local government records, government documents, private institutional resources, museum artifacts, archival material, visual and aural material, historical document collections, and others. The guiding principle is: The networked information resources of the State should be perceived as a single, statewide network.

Libraries whose online catalogs have been created with substantial support from State funds — SUNY, CUNY, public schools and public libraries — should be particularly accessible in the statewide network.

The State Library should work with the State Archives and Records Administration to develop a locator system for State government information, creating a catalog of information resources and services to operate in conjunction with a network navigator that will connect the user to resources when they are located. The Library and State Archives should also provide a common interface to State agency information based on national standards, supporting agencies in their dissemination efforts and democratizing access to State information.

b. *Electronic Services*. The State Library should provide, directly and in collaboration with other libraries, electronic services such as listservs, conferences, bulletin boards, online publications, full text databases, and interlibrary loan services. These activities should take advantage of Internet search tools like the Wide Area Information Server system, Archie, Gopher, and other "knobotic or gobotic" systems.

c. *Gateways*. The State Library should offer value added services to State agencies and others through directory and gateway capabilities, including intelligent interfaces. Joint projects using the Wide Area Information Server system or other distributed database systems are effective approaches to collaborative service that should be used where appropriate to bring together the State Library, State agencies and local libraries, while maintaining their independence and distinctiveness.

d. *Interlibrary Loan*. Interlibrary loan is a cornerstone of information delivery and should remain a vital component of network based services. There is continuing need for the New York State Interlibrary Loan System to assist in resource sharing among libraries of the State and in the free exchange of library materials via interlibrary loan. It should be strengthened by ubiquitous networking and the participation of the research libraries of New York, with reaffirmation of the practice of exhausting local resources first.

e. *Links to Non-Government Information Providers*. The State Library should engage in or support research and demonstration projects in association with non-government information providers toward improving access to electronic publications and information products and toward improving their scope, content, presentation, and use. The State Library and the State's library systems offer a large laboratory for experimental projects that can help determine user needs and that would scale up in product scope and market size for electronic information products. Publishers would find it especially valuable to know more about the use and usefulness of publications or to create more effective intelligent search agents. There is also need for systems that would protect intellectual property and compensate publishers and scholars in the electronic environment.

4. State Library Facilities

The third high priority for the Task Force was the State Library's own facilities for conducting its work:

a. *Integrated Processing System*. The State Library's processing system is the foundation of all technical and public services. A networked system would increase staff and user productivity by providing single workstation access to all facets of State Library collection information, as well as gateway services to collections and information elsewhere. Such an integrated, networked system would enhance service to users onsite, in offices in Albany, and throughout New York State.

The integrated State Library system should allow for external communication with information utilities such as the Online Computer Library Center and the Research Libraries Group to support basic bibliographic processing and reference. It should be accessible from other libraries to allow transactions such as reserve and interlibrary loan requests. It should be remotely accessible to library users for inquiries and transactions consistent with State Library policies. It should be a staff and patron gateway to the Internet and the National Research and Education Network for electronic mail and networked information resources.

b. *Consolidated Online Catalog*. The State Library should work toward a consolidated online catalog of information held by the State Library and other State agency libraries. Catalog citations should be linked to holdings so that clients will either receive the information or know where it can be obtained. The online catalog should also allow clients to conduct circulation, interlibrary loan and reference transactions online.

c. *Staff Networking*. Electronic mail will promote more effective communication among units of the Library, between the Library and other State agencies, and between Library staff members and their colleagues at other libraries. Staff access to network resources will advance user service by making a broader range of information available for research. It will advance staff skills and training by including staff in discussions and information exchanges pertaining to research library practice and procedures. Libraries nationwide are developing tools to improve service and training, and these are created, stored and delivered over the network. Networking support for internal and cross-agency committees will improve their communications and effectiveness, providing a common forum for discussion and decision-making, and saving time by liberating the committee process from face-to-face meetings as the only way of conducting business.

5. Services to State Agencies and Local Governments

State Library service to State government is a key element of the Research Library's mission. A continuing close collaboration among the Research Library, the Division of Library Development and the State Archives and Records Administration will be vital to the success of State agency and local government information disseminations.

a. *Public Information*. Government agencies produce and provide information for a variety of purposes. As a partner in providing public access, the Library performs a valuable service for the agency. High-demand reference sources and State agency publications are important resources for network access. The State Library should work with other agencies to identify and make available on the network heavily used information. The State Library should offer services to agencies that will facilitate their dissemination work, helping to move publications online, connecting information entrepreneurs in State government with each other to foster and promote their work, and using public libraries as access points for State and local government electronic publications of all types and forms — text, data, graphics, etc.

b. *Incentives to Agencies*. The Library, in collaboration with State agency librarians, should work with State agencies to organize and use the network as an active tool of dissemination and provide navigating tools for access to the many computer centers of State government. The State Library should use the network to provide incentives to agencies to disseminate information, for example, by making it easy to put information on the network, approaching State agencies as customers and partners, not simply as providers. The State Library should encourage State agencies to share information which they produce, helping to overcome obstacles by addressing issues of copyright, privacy, and fear of information misuse or misinterpretation.

c. *Support for Agency Libraries*. It is important for the State Library to act as a network resource library and provide leadership to agency libraries. The State Library should provide backup to the agencies that are presently not ready for networked services, offering connectivity and training.

d. *State Library-Agency Library Resource Sharing*. The State Library should encourage networked resource sharing among State agency libraries. This would enable the agencies and the State Library to share catalogs; share specialists; "reach" into one another's libraries; use the networks to have subject specialists talk to each other; look at networks that foster information sharing; provide access to databases produced by the State, e.g. the New York *State Register*, OGS contracts, etc.

e. *Electronic Publication*. Network distribution of the State Library's *Checklist of Official Publications of the State of New York* would broaden access and dissemination of State documents. Ultimately, the State Library should be a gateway to electronic publications in State agencies and should itself make selected publications available online to other agencies and to the public. Publication in digitized forms should allow for user screen display and for print on demand via centralized or local print servers. A pilot project should be initiated to develop these capabilities and learn their cost and operating implications.

f. *Electronic Services*. The State Library should use e-mail and fax for interagency communication. The State Library should also use electronic bulletin boards for posting news, hours, collections, policies and other information of interest to State agency staff. These might be bulletin boards of the State Library itself or those of other agencies such as the Senate Office Automation System or the State Data Center.

g. *State Education Department Services*. The State Library should focus highly responsive network based reference information and communications services on State Education Department needs as a model for services to other State agencies.

h. *State Education Department Information*. There is need for the State Education Department Agency Leadership Group to define a network strategy for the Department. The Department's role in collecting information and publishing it exceeds the resources of any one organizational unit. The State Library can help define and develop network solutions to the challenge of publishing State Education Department data and information.

i. *Local Government*. Networking is an effective way for the State Library, through public libraries, to serve local government policy interests (solid waste, public health, group homes, etc.), for local governments to serve their constituents (deeds, land records, codes, regulations, etc.), and for local governments to provide information needed beyond the boundaries of the locality.

j. *State Agency Networking*. The Telecommunications Task Force of the New York State Forum for Information Resource Management has been encouraging the rationalization and consolidation of State computer networking. The State Library should continue its support of these efforts, and work in any other ways possible to assure network interoperability and economy.

6. Standards

The issue of standards pervaded the discussions of the Working Groups and the Task Force. Common communications and search protocols are essential to interoperability among systems. Common vocabulary and classification schemes for indexing are necessary for efficient learning and use of information systems:

a. *User Design Standards*. The goal of easy to use, standard system design is paramount as a means to facilitate quick learning and use of networking. The State Library should investigate and work with other State agencies, especially SUNY, to ensure compatibility, forming coalitions in support of standards. The State Library should use its influence to impress on system designers the importance of ease of use.

b. *Guidelines for Agency Standards*. The State Library should provide reasonable guidelines for State agency networking standards. The emphasis should be on joint development, as in the case of the protocols for New York State Senate access to the State Library's online catalog.

7. Public Kiosk Services

Although receiving lesser priority, the concept of a public electronic information kiosk was intriguing to the Task Force as well as to the Working Group on Services to Non-Government Clients.

The kiosk would provide public visibility for the State Library and network services, offering directories, navigational tools, gateways, catalog access, network communication, community information, State agency information services, local government information, and document delivery by laser printer or fax. It would be a particularly valuable link to information for business firms.

As a physical structure, the kiosk would include keyboards, screens, printers, and credit card input devices. As a concept for homes and offices, the kiosk would offer network services to the extent of the home or office system capacity.

Kiosk services could link to "hotline" subject specialists in a statewide pool. The broad public visibility of kiosks would serve equity of access. A mechanism to gain feedback on user satisfaction would be valuable. The kiosk could be used to deliver publications and documents of many types, including birth certificates, deeds, etc.

APPENDIX 1. Task Force and Working Group Membership

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Meeting Dates: February 10, 1992 and August 27, 1992

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Meeting Date: May 13, 1992

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NEW YORK STATE LIBRARY
PROGRAM AND ACTION DOCUMENT
1992-1997

The Research Library

INTRODUCTION

This document is extracted from the *Program and Action Document* of the New York State Library. It addresses only the Research Library and outlines a basis for program, budget, and planning decisions. Its purpose is to guide managers as they develop objectives, plans, and implementation strategies for accomplishing annual unit objectives. It is intended for use by Library staff, administration, Education Department policy makers, and others concerned with the services of the Research Library. It establishes a framework within which State Library operational planning may take place and within which Office of Cultural Education strategic planning can take place.

This 1992-1997 *Program and Action Document* is divided in four sections:

Mission and Goals
Service Imperatives
Planning Assumptions
Strategies

MISSION AND GOALS

The mission of the New York State Library, a "public library for the use of the government and people" of the State, is to provide reference, information and loans service to the legislative, executive and judicial branches of the government and to ensure that every resident of the State has convenient free access to essential library services.

To carry out this mission the Research Library has the following goal:

> To serve as a major research resource for State government and the people of New York State, to maintain a collection of materials or access to information which will meet the needs of State government, to provide a full range of library services for the blind, to identify the needs of user groups, to organize and provide the materials and staff require to meet these needs, to provide access to other library and information resources throughout the world, and to make its resources available through on-site services, interlibrary loan, telecomputer networking and other appropriate means.

NEW YORK STATE LIBRARY

SERVICE IMPERATIVES

Eleven service imperatives, which derive from law, Regents, and other mandates, drive the program of the Research Library:

1 To develop, maintain and preserve a research collection of books, journals, government documents, manuscripts, maps, microforms, electronic information, and other resources needed to meet the information, research, and related needs of State government and those of the people of the State.

2 To organize and control the collection for efficient use by patrons and staff through the use of online processing and access systems.

3 To provide direct user services that make maximum use of materials in the State Library and elsewhere, supplied in a manner convenient to the user.

4 To provide access to the print, electronic, and intellectual resources of the State Library and of other libraries and repositories through interlibrary loan and information service to the people of the State as network host and referral center.

5 To assist State agencies in organizing and maintaining effective agency library services which make full use of State Library resources; and to apply network concepts and techniques in developing interloan, cooperative acquisitions, and other State agency services.

6 To serve blind and visually handicapped readers by building and maintaining a strong collection of special media materials; by conducting an outreach program to reach potential users; and by enhancing loan services through effective use of computers, the free statewide telephone service, and other technological means.

7 To cooperate with other libraries and organizations in taking responsibility for national programs in areas of staff and collection strength.

8 To provide leadership in the application of technology for information service.

9 To ensure access to publications of the State of New York by acquiring, organizing, and making available to users a comprehensive collection of New York State documents in printed and electronic formats; by cooperating with Library of Congress and other agencies to provide accurate, timely, and authoritative information; and by administering the New York State documents depository program.

10 To act as a regional depository library for Federal government documents, coordinating the resources of all depository libraries of the state to insure maximum public access to Federal information.

11 To make the unique resources of the State Library available to the people of the State, the nation, the scholarly community through exhibit, translations, publication, reproduction or loan (as appropriate), and supervised use.

PLANNING ASSUMPTIONS

1 Information will continue to become more important to government and to the people of the State.

The quantity and variety of information resources and formats will continue to expand. The information needs of government, business, research, academic communities, and the public will increase and become more sophisticated. The State Library will use manual and electronic means to draw upon the resources of other libraries, local, State and Federal agencies and the business community and it will share those resources with the citizens of the State, using appropriate technology.

Government users will expect continued quality of service and increased services at their own work stations.

2 The character and composition of our society will continue to change, resulting in new needs for library services.

By 1999 the State's population will be older and more culturally and racially diverse. The population will be markedly older, with the greatest increases in the over-75 age group and with decreases in the number of children and young adults. More children and youth will live in poverty: One out of two hispanic children and one of three black children will live in poverty, as compared with one of ten white children. Households will be smaller and there will be both more single parent households and households of unrelated persons. More women will be in the workforce, and more children will be in day-care or otherwise dependent upon someone other than a parent for out-of-school care. As a result of both out-migration and immigration the ethnic and language groups of the State will be more diverse.

More people will hold higher degrees from colleges and universities on the one hand while there will also be a greater number of individuals who are functionally illiterate. If present trends continue, the middle class will become smaller and more people will be borderline poor. More people will be working in service industries instead of the traditional manufacturing industries. Their jobs will require them to be familiar with computers. They will not stay with one job for the duration of their working life.

A rapidly changing society generates a variety of information needs. Older citizens need access to information, materials in large-print, and to modern library services as well as to social services. Many immigrants and others who use English as a second language need instructional materials and literature in their native tongues. Highly-educated people expect a large variety of books, films and music while those overcoming illiteracy need basic reading materials and tutors to help them improve their chances in the workplace, raise their children in an information society, and get more from life. With less disposable income, people turn to libraries to provide them with entertainment. Large segments of the work force will need constant updating of skills and retraining.

Clienteles with special needs served by LBVH are increasing in size and expectations as the population ages and more people are "mainstreamed."

3 Digital technology will continue to revolutionize library services.

Effective information delivery is dependent in large part upon technology. The State Library must maintain a leadership role in the application of digital technology and computer-mediated communications to make information speedily and more widely available and to make more efficient use of staff and material resources in the State Library and libraries throughout the State. Services will need to be adjusted as users expectations change, particularly as a result of the use of technology.

4 Personnel will be among the most valuable of the State Library's resources, and the State will need to continue investing in Library staff development.

As libraries become more automated and the information produced daily by public and private agencies increases, the role of staff becomes more important. Library patrons need help sorting through the glut of information and in using computers, CD-ROM, online databases, and other network resources. Despite the popular perception that automation will reduce the need for staff in library operations and development, there will be a continuing and greater need for competent, well-trained librarians and support staff to perform their own work and to train Library patrons in the use of technology tools.

5 Accountability for library services will become more important as library service costs increase.

As demand for government services grows and costs for public services increases, legislators and public officials will continue to stress accountability. Taxpayers will exert more pressure on their elected representatives to know how their tax dollars are being spent and what they are getting for their money.

6 Alternatives to some established library services will become available in the marketplace.

Librarians will face the dilemma of providing information to the citizenry without fees in an environment of increasingly costly and intrinsically monopolistic electronic information services, and in a context of competition from fee-for-service information brokers. Profit-motivated electronic information providers will make decisions regarding retention and access that might limit the availability of less lucrative resources and conflict with the traditional role of libraries as custodians of the human record.

7 Libraries will be expected to cooperate and coordinate services with each other and with other agencies.

As libraries are more widely recognized as educational institutions, they will be expected to cooperate with other educational institutions. As they try to meet the needs of the diverse clientele of the future, they will need to coordinate with other government agencies and social service organizations, professional organizations, and sectors of the community.

In cooperating with other agencies libraries must preserve aspects of their service which may make them different from other institutions which emphasize work with groups rather than with individuals.

8 The research Library and the Division of Library Development will be increasingly expected to cooperate more with each other and with other units of the State Education Department.

Digital technology and networking are changing relationships among knowledge institutions and creating communities of interest that did not exist before. The Regents, the Governor's office, and the Legislature increasingly expect coordination of State resources and efforts. In addition to interlibrary cooperation, they will expect the Department's library programs to work with other units of the Department in carrying out Regents objectives and broader State policy. The *New Compact for Learning* will be an important initiative to support.

9 Although space will be limited in the Cultural Education Center, we will maintain all services in the Center, with expanded provision of electronic access and appropriate off-site service points.

Electronic access eliminates geographic boundaries but, for on-site users, speed and convenience are paramount.

10 Fiscal resources will be limited.

The State and national political climates suggest limited growth in appropriations. At the State level, we do not expect radical change in the Department's situation on resources appropriated for State operations.

11 Library and Office of Cultural Education programs increasingly will be shaped by Regents and Department goals for expanding use of cultural institutions, assuring excellence, and operating efficiently.

The Regents Advisory Council on Libraries will continue to focus attention on State Library services, the library development program, and the role of libraries in education.

12 Aggressive conservation and preservation efforts will be necessary to halt the deterioration of books and other library materials.

Major parts of the State's and the national intellectual and cultural heritage are in jeopardy of loss. The State Library must continue to apply preservation technology to its own collections and to provide leadership in statewide and national preservation programs.

STRATEGIES

These strategies take into account constituency needs, legal and other mandates, the Library's performance record, changes in the environment, and resources. They ultimately affect the scope and quality of service provided by the New York State Library.

1 Continue to expand use of digital telecommunications and computing technology in both divisions of the New York State Library and assist the statewide network of libraries in adoption of processing and telecomputing technology to constrain costs and increase both efficiency and effectiveness.

2 Convert the collection management system to a New York State Information Network to expand government and public access to State Library collections and to the resources of State agencies.

3 Use policy and program advice provided by the Regents Advisory Council on Libraries and other advisory bodies and the findings from the Study of Library Systems and Services in program planning and policy development.

4 Increase awareness of libraries and library resources and services and their importance to the economic resurgence of the State and to its diverse populations.

5 Acquire and preserve information resources required to meet current and anticipated needs.

6 Improve program management, allocation of resources, and evaluation of programs.

7 Work with library systems, other Education Department units, library associations, and other official and agencies to improve library planning, operation, evaluation and accountability at the local, system and State levels.

8 Develop a staff that better represents the ethnic and cultural diversity of the State and has the skills and expertise needed for quality library services; work with library schools, the profession, and the public to assure this across the whole range of libraries in the State.

LIBRARIES, LIBRARIANS AND NETWORKED SERVICES

THE NEW YORK STATE LIBRARY/NYSERNet
PLANNING TEAM

A VISION STATEMENT FOR THE ELECTRONIC DOORWAY LIBRARY

Librarians face the opportunity to provide their patrons with networked information resources in the future, much the way they have traditionally provided printed information. The library has collected, and made available from other library collections, information and educational materials beyond the capacity of individuals to acquire these for themselves. As information evolves towards electronic storage and accessibility, the library can provide facilities for patrons to obtain information that would otherwise exceed their means. As the public does not commonly amass large collections of books and journals in all fields, they cannot be expected to have the technological tools nor the access accounts to the vast array of electronic information, education and communication facilities that will be available in the next five to ten years and beyond.

The library can play a role in two ways. First, it can provide facilities on site for patrons to login to network resources. Second, it can provide gateway facilities for patrons at home or in their office to login and use network resources. In conjunction with both of these modes, the library would provide user aids necessary to help patrons -- brochures, manuals, printed and hypertext instruction, intelligent or menu-driven interfaces, and personal assistance.

Some libraries might choose to maintain information on a local server for their own patrons and for patrons of other libraries connected on the network. Such information would resemble specialized files now maintained by libraries for their users -- job opportunities, community resources, bibliographies, etc.

Some libraries might choose to offer services that transcend access to online indexes and stores of information, providing facilities for patrons to communicate with individuals and affinity groups. When unique sources of information reside on the network in the form of personal experience or the results of collaborative effort, the library might be the only access to such information for people without a network connection.

The challenge to the New York State Library and NYSERNet is to educate librarians in New York regarding the potential of network services to qualitatively improve access to information and access to communities that create knowledge or share common concerns. Further, there is need to engage libraries in network participation, the delivery of networked services and the development of networked services.

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